

**Minutes of the Board of Regents
of the Uniformed Services University of the Health Sciences**

**Meeting No. 147
May 14, 2004**

The Board of Regents of the Uniformed Services University of the Health Sciences met on May 14, 2004, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. The meeting date and agenda were published in the Federal Register and each Regent was duly notified prior to the meeting. The Chair called the meeting to order at 8:00 a.m. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair
Linda J. Stierle, MSN, RN, CNAA, Vice Chair
L. D. Britt, M.D., Member
William C. De La Peña, M.D., Member
Sharon A. Falkenheimer, M.D., M.P.H., Member
Vinicio E. Madrigal, M.D., Member
Lawrence C. Mohr, M.D., Member
Lonnie R. Bristow, M.D., Past Chair
William Winkenwerder, Jr., M.D., Assistant Secretary of Defense, Health Affairs
James A. Zimble, M.D., President, USU
VADM Richard H. Carmona, Surgeon General of the United States
RADM Dennis D. Woofter, representing the Surgeon General, U.S. Navy
MG Kevin C. Kiley, representing the Surgeon General, U.S. Army
CAPT Jack W. Smith, representing the Assistant Secretary of Defense, Health Affairs
Col Michael W. Spatz, representing the Surgeon General, U.S. Air Force

Advisors to the Board

Larry L. Laughlin, M.D., Ph.D., Dean, School of Medicine, USU
Patricia Hinton Walker, Ph.D., RN, FAAN, Dean, Graduate School of Nursing, USU
RADM Donald C. Arthur, Commander, National Naval Medical Center
Brig Gen William J. Germann, Commander, Malcolm Grow Medical Center
COL Jonathan H. Jaffin, Commander, Walter Reed Army Health Care System

OPENING COMMENTS

Mr. Alvarez introduced Barry W. Wolcott, M.D. Dr. Wolcott, Vice President for Executive Affairs at the University, is the new Executive Secretary for the Board of Regents. Dr. Wolcott reported that the Executive Committee of the Board was polled regarding the approval of three items:

- Emeritus Professor status for Frederick W. Plugge, IV, M.D.
- Awarding the honorary degree of Doctor of Military Science *Honoris Causa* to General Barry R. McCaffrey, U.S. Army Retired

- Renaming the USU Learning Resource Center to the USU James A. Zimble Learning Resource Center upon Dr. Zimble's retirement

All of the above items were approved by the Committee and are therefore submitted for the Board's ratification.

Mr. Alvarez presented the Consent Calendar following a reminder that any item of consent can be extracted for clarification or discussion:

Tab	5	Minutes, Committee of the Whole, February 3, 2004
Tab	6	Minutes, Board of Regents Meeting, February 3, 2004
Tab	45	Report to the Board, Office of Review and Evaluation
Tab	46	Report to the Board, Office of Teaching and Research Support
Tabs	48-49	Reports to the Board, Continuing Education for Health Professionals
Tab	50	Report to the Board, Office of General Counsel
Tab	51	Report to the Board, Office of Alumni Affairs
Tab	52	Report to the Board, Office of University Affairs
Tab	53	Report to the Board, U.S. Military Cancer Institute

The Board, upon motion duly made and seconded,

Voted by voice vote: To approve the Minutes of February Board of Regents Meeting, to ratify all items as presented and to accept as submitted those items presented to the Board for information.

PRESIDENT'S REPORT

Dr. Zimble thanked the Board and the University community for renaming the library in his honor. The President's Report followed, and included the points below:

- The USU Executive Committee met on April 2, 2004. The Surgeons General were briefed on long-term funding initiatives, and support the University's priorities.
- Mrs. Everett Alvarez continues to tirelessly support the University by increasing its name recognition and encouraging financial donations from private sources. Primarily due to her work, the University may well be the centerpiece of a documentary honoring military medicine.
- Commencement Exercises on May 15, 2004, will mark the 25th anniversary of USU graduations. Each graduate will receive a commemorative coin in recognition of the event.

DEANS' REPORTS

School of Medicine

Dr. Laughlin's presented an overview of topics highlighted at a recent meeting of the AAMC Council of Deans:

- Curriculum content
 - New teaching areas need to be explored and these include computational biology, biochemical genomics and pharmaco-genomics
 - Learning objectives need to emphasize ACGME competencies

- Many schools teach to the NBME examinations; USU is considering a culminating course to help students prepare, as about 10 percent of our students do not pass the first time
- Academic Health Centers
 - They are the “way of the future” and examples include clinical service centers for cancer patients, diabetics or those with heart disease
 - Should medical schools be teaching according to such “patient groups?”
 - The approach matches current emphasis on multi-disciplinary programs and activities
- Research
 - Research of the future must be translational
 - Population health research is important; DoD and the University have important contributions to make in this area

Other points in Dr. Laughlin’s report included:

- The LCME will soon require medical schools to have their own strategic plan
- A positive aspect of USU’s limited space is that it can be used as a faculty “carrot” to initiate translational research programs
- The University’s merit pay pool has been effective in helping the School of Medicine grow

Graduate School of Nursing

Dr. Walker summarized the proposed changes in the Committee of Appointments, Promotion and Tenure (CAPT) Document for the Graduate School of Nursing:

- Committee Membership – Revised to reflect the increased academic stature of the Graduate School of Nursing faculty, with continued representation from the School of Medicine for balance
- Faculty Ranks and Titles – Educational requirements for tenured and non-tenured tracks clarified and defined. Dr. Walker explained the importance of extensive clinical expertise being reflected in an appropriate academic rank, especially for uniformed faculty
- Policy and Procedures for Making Academic Appointments – Language revised to reflect actual practice regarding tenure-eligible appointments or to more clearly define policies, especially regarding appointment expiration dates at the rank of Assistant Professor
- Faculty Tenure
 - Language regarding promotion for tenure-eligible faculty changed to allow flexibility in granting tenure, especially for excellent clinical faculty who are still pursuing scholarly activities
 - Language added codifying and clarifying the conversion of tenure-track faculty who convert from a full-time position to part-time status
 - A mechanism added which enables faculty to appeal a denial of promotion or tenure decision.

Discussion ensued regarding adjunct faculty appointments, both in definition and in designation of academic rank:

- There are over 150 adjunct (non-billeted) faculty on the GSN rolls

- Duty tours or deployments often occur at inopportune times in regard to academic needs of GSN students located at Medical Treatment Facilities
- After appointments are made, promotions are difficult, again due to deployments or tours
 - GSN is looking at the possibility of a process change regarding these appointments, not a change in criteria
 - In lieu of changing the appointment process, the following suggestions were made by the Board:
 - Adjunct faculty could be appointed as “associate professor nominees”
 - The Board’s Executive Committee could be used if time was a critical issue
 - The Board could convene by conference call to approve an appointment

Dr. Walker also commented on the following:

- Current faculty searches have resulted in academic partnerships with the Department of Veterans Affairs and the Department of Labor
- Progress continues in focusing GSN maters’ degree research on relevant issues to the military and federal health systems.
- On May 10, 2004, the first Federal chapter of Sigma Theta Tau Honor Society was established at USU. Ninety-six Federal nurses were inducted, making the chapter one of the society’s largest. The society will provide research resources for the University as well as increased visibility.
- The GSN doctoral program is consistent with other Ph.D. programs across the nation in its emphasis on research and dissertations which are usable rather than “science on the shelf”

BOARD ACTIONS

Mr. Alvarez has requested the appointment of Dr. De La Peña to the USU Board of Regents Executive Committee and asked for Board approval.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the appointment as announced by Mr. Alvarez.

Degree Granting – School of Medicine

Dr. Laughlin presented for certification the Class of 2004. Each of the 161 students therein has completed the requirements necessary to be awarded the degree of Doctor of Medicine and to enter graduate medical education.

Upon motion duly made and seconded, the Board

Voted by voice vote: To confer the degree of Doctor of Medicine on each member of the Class of 2004 as presented by Dr. Laughlin and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

The following four students from the Class of 2004 have not satisfactorily completed the necessary requirements and may graduate off-cycle or be disenrolled: ENS Daniel Fredrickson, MC, USNR; 2LT James Gee, MS, USAR; 2LT Marcy Meyer, MS, USAR; and ENS Kirk Parsley, MC, USNR. The Board, in accordance with its decision of August 2002, delegates graduation authority for the above named matriculants to the Dean, School of Medicine.

Upon motion duly made and seconded, the Board

Voted by voice vote: To delegate graduation authority for the four students listed above to the Dean, School of Medicine.

Degree Granting – Graduate School of Nursing

Dr. Walker presented the names of all 2004 graduating nursing students. Seven graduates of the Family Nurse Practitioner Program were approved by the Board in February 2004, and will receive a Master of Science in Nursing during the University's commencement ceremony on May 15, 2004. The 19 Nurse Anesthesia students, following completion of their requirements, will be brought before the Board for certification in November 2004. Although these students will "walk" in the May ceremony, they will not receive degrees until the program requirements are completed in December 2004.

Upon motion duly made and seconded, the Board

Voted by voice vote: To confer the degrees as presented by Dr. Walker and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implements the actions.

Degree Granting – Graduate Education

Dr. Laughlin presented for certification eight candidates to receive graduate degrees—five to receive a Doctor of Philosophy, three to receive a Master of Science, one a Master of Tropical Medicine and Hygiene, and 28, a Master of Public Health.

Upon motion duly made and seconded, the Board

Voted by voice vote: To confer the degrees as presented by Dr. Laughlin and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implements the actions.

Faculty Appointments and Promotions

Dr. Laughlin presented the recommendations made by the Committee of Appointments, Promotion and Tenure at a meeting on March 31, 2004. Fifteen individuals were recommended for faculty appointments or promotions.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations of the Committee as presented by Dr. Laughlin and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Dr. Walker presented the recommendations made by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure at a meeting on April 27, 2004. Two individuals were recommended for promotions.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations of the Committee as presented by Dr. Walker and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

PRESENTATION: USU AND THE INSTITUTE OF MEDICINE REPORT

Dr. Bristow presented an overview of the Institute of Medicine's report, *In the Nation's Compelling Interest: Ensuring Diversity in the Health Professions*, which was published in 2004. Points in his remarks included:

- As of 2000, 25.4 percent of the U.S. population was non-white and this percentage will increase
- Barriers to health care for the nation's non-white population include fewer providers in general, higher rates of un-insurance; and language factors
- Benefits of greater diversity among health professionals include
 - Increasing access to care as minority providers are more likely to practice in medically underserved communities
 - Reducing linguistic and cultural barriers which currently exist
 - Providing increased patient satisfaction
- Strategies for increasing diversity in institutions of higher education which train health professionals include
 - Modifying admissions practices
 - Reducing financial barriers
 - Program accreditation bodies setting new standards
 - Improving campus "climate"
- Applicable venues for increasing diversity at USU include modifying admissions practices and improving the institutional "climate"
- Decisions regarding admission to USU currently rely heavily on quantitative information
 - Although an excellent predictor, test scores do not measure the full range of abilities needed to be successful in higher education
 - Test scores are malleable
 - Perhaps a certain percentage of USU's admissions could be based on a balance of quantitative and qualitative data, including the "distance traveled" by applicants such as their pre-college education, the need to work while in college, parental income and educational level, the existence of language barriers and their experience with prejudice
- Institutional climate
 - Studies show there is positive gain for everyone on a diverse campus
 - A clear statement of mission recognizing the value of diversity is necessary

- The value of culturally competent healthcare needs to be clearly stated as an institutional goal, with supporting policies and strategies
- The importance of a strong commitment to diversity at USU is obvious both because of our mission and the population we serve

Points raised following Dr. Bristow's remarks included the importance of stating clear goals as the University works on its strategic plan, the importance of diversity in the faculty as well as the student body, and the importance of mentoring those in our Medical Treatment Facilities with the talent and incentive for a career in one of the health professions.

BOARD COMMITTEE REPORTS

Presidential Search Committee

Dr. Wolcott's report on the process to date included:

- An overview of the committee's establishment and its charge from the Assistant Secretary of Defense for Health Affairs, including an August 1, 2004, deadline providing his office with three qualified candidates in rank order
- A description of the search process, which has six phases
 - Advertising for applications
 - Receiving and compiling "complete" applications
 - "Grading" each application package
 - If the applicant is qualified, arranging a screening interview, which is confidential within the Search Committee
 - If the applicant is qualified, arranging a formal interview, which is public within the University, and which includes a presentation to the USU community
 - Submitting names in ranked order to the Assistant Secretary of Defense for Health Affairs once there are at least three candidates who have received affirmation from two-thirds of the Search Committee

Following a request by Dr. Wolcott and upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the search process as presently established.

Dr. Winkenwerder complimented the Search Committee for its work to date and the process itself. He acknowledged the aggressive time schedule but also the primary importance of finding an excellent fit between the position and a candidate.

Dr. Winkenwerder also remarked what a distinct pleasure it has been working with Dr. Zimble over the last few years.

Academic Oversight Committee

Dr. Britt reported that the focus of his committee is student and faculty productivity and achievement. Student measures will include USMLE performance, deceleration rate and success on match. Measures of faculty achievement include research productivity and educational awards received.

Administrative Oversight Committee

Ms. Stierle reminded the Board that two changes remain to be made in the policy statements resulting from the committee's work:

- Policy Statement #3, which delineates an annual evaluation format for a report from the President to the Board, requires the addition of a cautionary note guarding against the appearance of impropriety due to the President's membership on the Council of Directors of the Henry M. Jackson Foundation
- Policy Statement #5, Presidential Succession, requires some revision to reflect current policy

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the administrative documents as described by Ms. Stierle, incorporating needed changes to Policy Statement #3 and Policy Statement #5 as stated above.

Annual Report to the Secretary of Defense

Dr. Falkenheimer presented a final draft of the 2004 Annual Report. She received the Board's approval to add an appendix describing the Simulation Center's Wide-Area Virtual Environment initiative and asked that Regents sign the report following adjournment.

Recruitment

Dr. Madrigal's report to the Board included the committee's working goals:

- To garner support from the Surgeons General for a recruitment program directed at corpsmen, medics and others involved in healthcare who are already committed to military careers
- To enhance the Office of Recruitment and Diversity Affairs and explore ways to support its good work
- To make increasing diversity a goal of the Graduate School of Nursing and the School of Medicine, perhaps adding this to the evaluation criteria of each dean
- To explore ways which amplify the USU Post-Baccalaureate Program (web-based programs may provide one avenue)
- To ensure that the new president is aware of the University's commitment to diversity

PRESENTATION: ANALYSIS OF PERIOPERATIVE MEDICATION ERRORS

LT Goeckner presented an overview of the study:

- It is a collaborative analysis of medication errors across the perioperative continuum--pre-op; operating room; and recovery room
- The study includes information from 417 medical facilities and uses MEDMARX data (through United States Pharmacopeia) which is a national medication error reporting program
- The GSN study is currently focusing on the point in the medication process associated with harm (node) and the type of error in relation to the level of harm
- MEDMARX reports most errors cause no harm

- The GSN study is focusing on those errors causing harm
- The level of harm is categorized by an Error Category Index which goes from “Near Miss” to “Death”

MAJ Gladu summarized findings to date:

- Medication errors across the perioperative continuum are greatest in the operating room and in recovery
- The degree of harm (the study’s Harm Threshold) associated with these errors is four times higher than previously reported
- Across the perioperative continuum, mistakes in administering medication cause the most harm
- The most harmful errors (of 14 types identified by the study) in administering medication were (1) improper dose/quantity and (2) wrong administration technique

The Board requested that Dr. Walker provide updates as this study progresses.

AWARD PRESENTATIONS

Mr. Alvarez announced that Cinda J. Helke, Ph.D., will receive the Carol J. Johns, M.D. Medal at the 2004 Commencement. This medal honors a faculty member whose accomplishments emulate Doctor Johns’ spirit by furthering the welfare and excellence of the USU faculty, by promoting outstanding educational programs for students, and by advancing the reputation of the University. Both Dr. Zimble and Dr. Laughlin added tributes to Dr. Helke.

Mr. Alvarez and Dr. Zimble presented the 2004 Board of Regents Award to 2nd Lt Necia McRee. This award is the highest honor a graduating senior can receive.

EXECUTIVE REPORT: BUDGET

Mr. Rice’s budget report included the following:

- The overall Operations and Maintenance budget is currently \$91,629,000 and obligations stand at 56 percent
- In March 2004, USU’s Committee for Laboratory Renovations recommended 11 laboratories for renovation. There are currently 54 laboratories in the funding/design/construction process
- A pool of approximately \$600,000 has again been set aside to reward outstanding faculty and staff
- The University has asked for additional funding in FY 2004 to help cover costs in three areas:
 - The new Clinical Skills Assessment Examination
 - Student travel expenses for mandatory clerkships
 - Military Training Network

The USU Executive Committee was briefed in April 2004 on the University’s Program Objective Memorandum for FY 2006, which establishes future program priorities. Nine issues were subsequently forwarded to Tricare Management Activity. Top issues for future funding include: costs associated with the new Clinical Skills Assessment Examination; outfitting the USU Academic Program Center (Building E); a

distance learning initiative in graduate education for uniformed health professionals; and the addition of a computer-aided virtual environment to the Medical Simulation Center.

STANDING REPORTS

Admissions, Graduate School of Nursing

Dr. Walker reported that 52 students have been admitted to masters programs beginning in Summer 2004. Additionally, 11 students have been accepted into the doctoral program, six of which will be attending full-time.

Recruitment and Diversity Affairs

CAPT Macri's summary of activities over the last quarter included the development of a pilot program for disadvantaged students. Eight students from four area high schools will take part in a week-long program containing both classroom and "hands on" activities planned to foster not only an interest in medicine, but also science in general.

Admissions, School of Medicine

Mr. Stavish reported that the current admissions cycle will be completed in mid-June. Statistics describing the 2004 First-Year Class include:

- Currently 161 positions have been filled
- Thirty-four percent of the class are women
- Underrepresented minority (URM) applications increased by 17 percent this year
 - Of the 248 URM applications, 54 percent did not meet minimum quantitative standards
 - Eleven percent were invited to interview
 - Currently four percent of the 2004 First-Year Class are underrepresented minorities

Student Management

Dr. MacDonald reported the results from the 2003 Association of American Medical Colleges Medical School Graduation Questionnaire, in which students are asked to rate statements concerning their experience in medical school. Compared to ratings for all medical schools combined, USU students consistently rated their experience more positively.

PRESENTATION: PATIENT SAFETY INITIATIVE

Dr. Marks presented an overview of the Center for Education and Research in Patient Safety:

- The center is based at USU as established through a DoD Instruction
- It is charged with identifying and supporting DoD patient safety initiatives
- A primary function is the development of curriculum and educational programs
- Recent activities have focused on training executives across the military health system how to properly collect and interpret data; over 1200 people have been trained to date
- A centralized data system is being developed which will be DoD-wide

- One use of the information gathered is that it will inform Congress in its deliberations concerning patient safety standards

CAPT Smith complimented the University's efforts and emphasized the importance of education and training in establishing patient safety initiatives throughout the Federal healthcare system.

SEMIANNUAL REPORT: GRADUATE MEDICAL EDUCATION

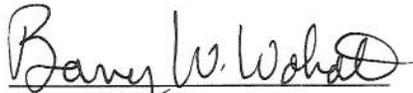
Dr. Fauver summarized current issues in the National Capital Consortium, which sponsors 65 graduate medical education programs in the metropolitan area. His remarks included the impact of deployments (currently significant in the surgical specialties) and the 80-hour workweek restrictions, which have had negative effects in important areas of resident education such as teaching rounds and joint conferences.

ADJOURNMENT

There being no further business, Mr. Alvarez adjourned the meeting at 3:30 p.m.

SUBMITTED:

APPROVED:



Barry W. Wolcott, M.D.
Executive Secretary, Board of Regents



Everett Alvarez, Jr.
Chair, Board of Regents

Prepared by Janet S. Taylor